



**CITY OF MIAMI BEACH**  
**Office of the City Manager**  
**Letter to Commission No. 215-2005**

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**To:** Mayor David Dermer and  
Members of the City Commission

**Date:** August 15, 2005

**From:** Jorge M. Gonzalez  
City Manager

A handwritten signature of Jorge M. Gonzalez in black ink.

**Subject: ORGANIZATIONAL ENHANCEMENTS**

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The purpose of this Letter to Commission (LTC) is to advise you of recent modifications and enhancements that I have made within the Administration. These changes will become effective today, Monday, August 15, 2005.

As you know, one of my priorities since I became your City Manager five years ago has been the organizational development of the Administration and the continuous refinement of the organizational structure as appropriate to ensure that we continue to achieve our mission of providing excellent public service and safety to all who live, work and play in our vibrant, tropical, historic community.

Five years ago, I started to enhance and build capability and capacity within the organization. Five key strategic priorities were identified (Capital Improvement Projects, Neighborhood Services / Quality of Life, Strategic Planning / Economic Development, Organizational Development, and e-Government). I believe that in these five years, the organization has come a long way and the City as a whole is now in a better position to deliver high quality services to our community and continue toward our vision of becoming a City that is: cleaner and safer; more beautiful, vibrant and a mature stable residential community; an urban and historic environment; a cultural, entertainment and tourism capital; an international center for innovation in culture, recreation and business; and with a well improved infrastructure.

Now, through various efforts, including the City Commission retreats, the community surveys, and the FY 2005/06 Budget process, more expansive strategic priorities, identified as Key Intended Outcomes (KIOs), which incorporate the original five identified five years ago and connect directly to our vision, will be our focus. While I will continue to have a formal reporting structure, our work and collective goals will be organized around the identified strategic outcomes. My Assistant City Managers and other senior staff will work together as a team to play a key role in providing leadership around these strategic priorities and key intended outcomes (KIOs).

Attached is an updated functional/reporting organizational chart that outlines the reporting relationships and enhanced organizational structure. This new structure continues to group departments and divisions with similar functions and services together and is designed to further facilitate teamwork within the organization in a manner that will continue to expedite our ability to meet the many diverse needs of the entire community. Below is a summary of each of the assignments and primary areas of responsibility for the Assistant City Managers.

### **Hilda M. Fernandez**

Given her extensive experience and background in communications and public/citizen outreach, Assistant City Manager Hilda Fernandez will play a key role in this area. In addition, Hilda will take the lead with the City's federal, state and local legislative affairs and intergovernmental relations efforts. Hilda will oversee and be the lead for the following:

- Neighborhood Services Department, which includes the Code Compliance, Housing and Community Development, Community Outreach and Community Services divisions.
- Tourism and Cultural Development Department, which includes the areas of Culture, Entertainment and Tourism, including working with the Cultural Arts Council (CAC), the Visitor and Convention Authority (VCA), the Bass Museum, SMG, the Convention Center, the Jackie Gleason Theater of Performing Arts, and the Greater Miami Convention and Visitors Bureau (GMCVB).
- Office of the City Clerk.
- Office of Communications, which includes media and public relations, internal and external communications, marketing, MBTV (Channel 77) and corporate sponsorships. This is an expanded effort pursuant to what our residents indicated in the surveys and has been included in the FY 2005/06 Proposed Operating Budget.

### **Tim Hemstreet**

Based on his experience in overseeing the capital construction and economic and commercial development areas of the City, Assistant City Manager Tim Hemstreet will continue to oversee these areas. In addition, Tim will play a lead role and be responsible for all development agreements and joint venture projects. Tim will oversee and be the lead for the following:

- Capital Improvement Projects (CIP) Office
- Building Department
- Planning Department
- Economic Development Division
- RDA

### **Robert C. Middaugh**

Given his leadership in the area of governmental operating departments, Assistant City Manager Robert Middaugh will continue to oversee the City's operational departments. In addition, Bob will play a key role in coordinating the City's emergency management and preparedness efforts. Bob will oversee and be the lead for the following:

- Public Works Department, which includes the operational areas (Water and Sewer, Streets and Street Light Maintenance) Sanitation, Property Management, Transportation Management, and Environmental Resources Management
- Parks and Recreation Department
- Parking Department
- Fleet Management Division
- Asset Management Division

Police Chief Don De Lucca, Fire Chief Floyd Jordan, Chief Financial Officer Patricia Walker, Director of Budget and Performance Improvement Kathie Brooks, and Chief of Staff Ramiro Inguanzo will all continue to report directly to me.

I believe that this new way of doing business will allow the organization to stay focused on what is important - our mission, vision and values; adjust to our changing environment and be able to address issues more efficiently. This way we can all fully embrace the talents of the entire City team.

I hope that you find this information helpful in knowing functionally and structurally how the Administration is organized and operates. As the organization continues to grow and evolve, future appropriate enhancements will be made to the organizational structure.

Should you have any questions or need additional information, please feel free to contact me.

JMG/ri

Attachment

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Electronic Copy: Management Team

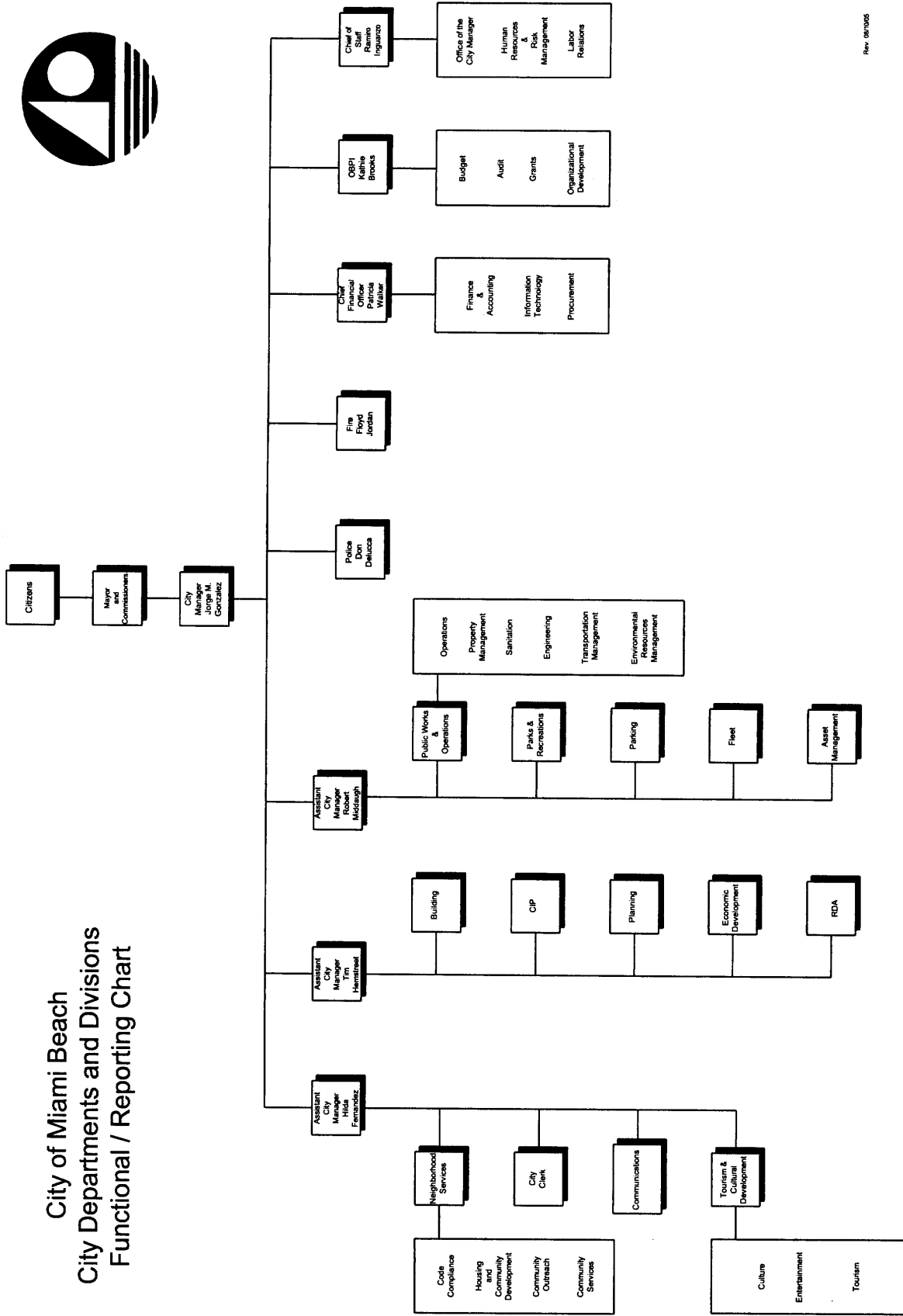
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# City of Miami Beach

## City Departments and Divisions

### Functional / Reporting Chart



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